

5 May 1952

MEMORANDUM FOR: DDGI
DD/A
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All Assistant Directors

FROM : Director of Training

1. For those who were not able to be present during the Orientation Course held on April 8th through April 11th, I quote from the address delivered by the Secretary of the Army, Mr. Frank Pace, Jr., as follows:

"One of the things that I have found hardest to explain to the American public is the problem of "lead time" in personnel. Slowly but surely, they begin to understand that there is such a thing as "lead time" in machinery. They know now, generally, that it takes 18 months to produce a tank. They know now that a great bomber takes 36 months to produce. But they rarely consider that there is "lead time" in personnel. The ordinary American citizen is of the opinion that you take a man, put a uniform on him, give him a haircut, and he's a soldier. A long way from it! He's 12 months away from being a mediocre soldier . . . he's two years away from being a good soldier. So in your own field, "lead time" in training is tremendously important. In America, I think we've tended to think that the man who has shown competence in the business field, in the educational field, is afortiori qualified in the governmental field. That is not true. The technique of government is a difficult one and is one that requires assiduous application in the frame of mind of acceptance of government problems that's imperative to ultimate success in this field. So in your field, as you move into new techniques, new problems, and, frankly, a different approach than America is used to, it's important to remember that what you will learn here will serve you well in the future. It's much harder to assimilate the ideas here than it is for the soldier who receives basic training because it may not mean the difference between life and death. But the capacity with which this and any other combined groups assimilate the requirements of the CIA and its problems may make the difference between whether we do things well or whether we do things poorly."

2. To this I can add only AMEN!

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MATTHEW BAIRD

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